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COMMUNIQUÉ

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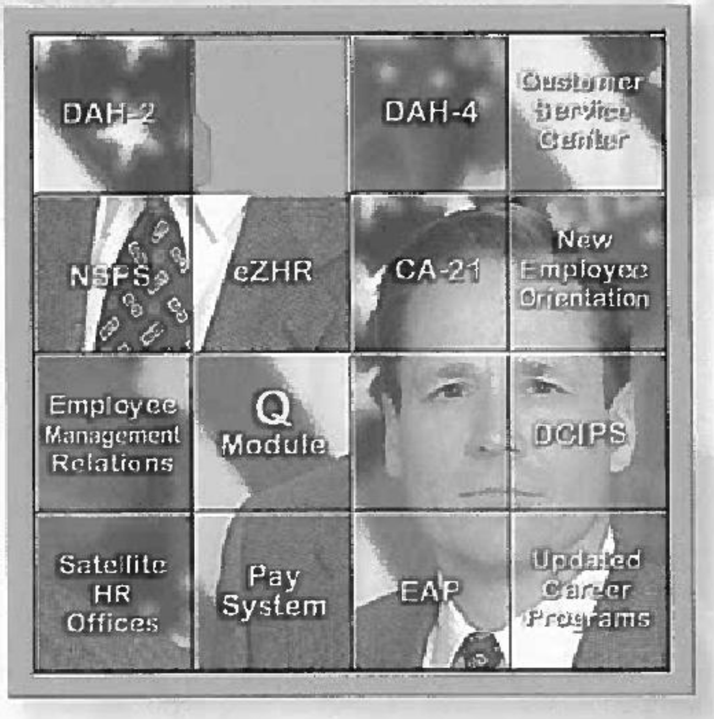
SLIDING THE PIECES INTO PLACE


DAH-2
DAH-4
Customer Service Center
NSPS
eZHR
CA-21
New Employee Orientation
Employee Management Relations
Q Module
DCIPS
Satellite HR Offices
Pay System
EAP
Updated Career Programs

DAH Chief Discusses the Reorganization of the Office for Human Resources and His Vision for the Future

Deep in the Heart of Saudi Arabia •

DI Captures Infrastructure in FISHNet •

Global War on Terrorism Service Medal •

DIA Liaison Office in Canberra, Australia •

JMIC Grad Seminar on Terrorism Analysis •

DIA Knowledge Lab Puts New Ideas to the Test •

15

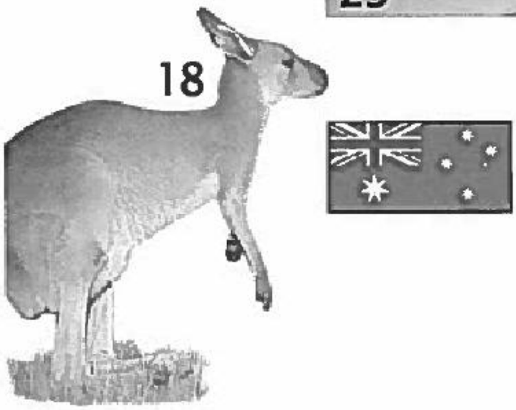
Contents
may/june 2005

Graduate
Seminar
Terrorism Analysis

21

13

25



18

1. Robert Pecha Discusses the Reorganization of the Office for Human Resources and his Vision for the Future • *by Communiqué Staff, DXP*

6. Civilian and Military Personnel Update • *by Office for Human Resources, DAH*

8. DIA Welcomes New Hires • *by Office for Human Resources, DAH*

9. Mentoring - 'Making a Difference!' • *by Lucille Cuffy, DA*

10. Leadership Series Program Commemorates Women's History Month • *by Carlynn Marsh, MD*

11. Program Streamlines New Employee Orientation • *by Scott Elliott, DX*

13. Deep in the Heart of Saudi Arabia • *by Chief Warrant Officer David Slyman, DH*

15. Global War on Terrorism Service Medal • *by Scott Elliott, DX*

16. Knowledge Lab Puts New Ideas to the Test • *by Zeke Wolfberg, OG*

18. DIA Liaison Office in Canberra, Australia • *by Dr. Benjamin Woodbury, DX*

21. Joint Military Intelligence College Graduate Seminar on Terrorism Analysis • *by Dr. Don Hanle, MC*

22. Combat Contracting Officer's Technical Representatives • *by Melvin Cordova and Drew Bewick, AE*

23. Inouye's Chief of Staff Puts Human Face on Need for Intelligence • *by Leslie A. Tourigny, DX*

25. Spring 2005 Defense Attaché Operations Orientation Program • *by Maj. Joseph Halisky, DX*

28. DI Captures Infrastructure in FISHNet • *by Joy Bernardo, DI*

29. Champion of Personnel Initiatives Retires After 31 Years at DIA • *by Charlie Murphy, DI*

31. Financial Management Leadership Program Recruiting Experience • *by Kristen Dedinsky, FE*

Robert Pecha Discusses the REORGANIZATION of the Office for Human Resources and his VISION for the FUTURE

Interview with DIA's Chief, Office for Human Resources

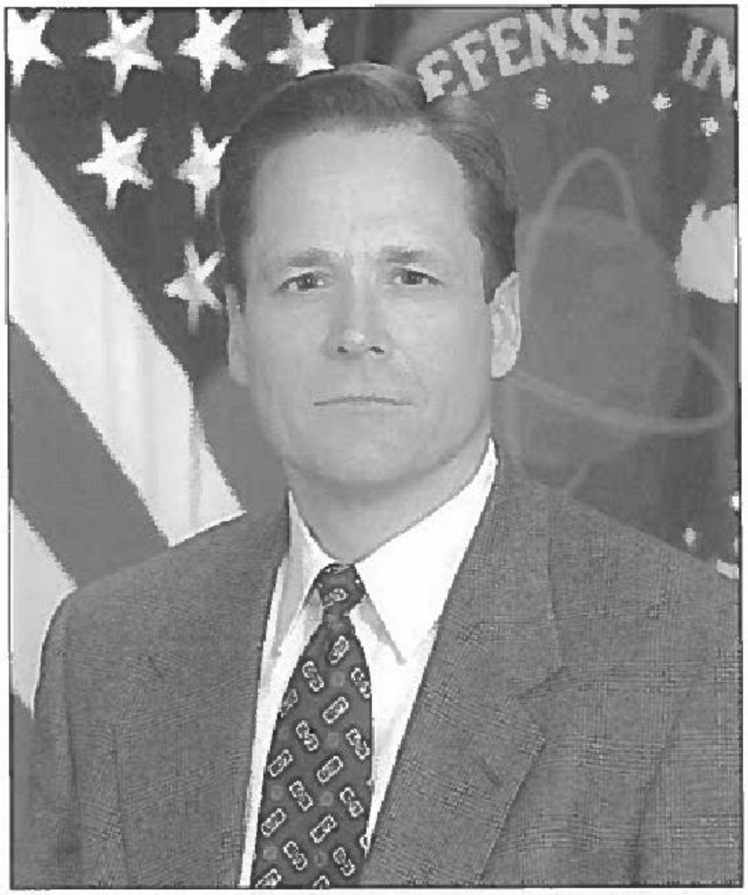
By Communiqué Staff, DXP

Mr. Robert W. Pecha joined DIA as a civilian in 1991 and became DIA's chief, Office for Human Resources (DAH) in April 2004. DAH provides human resources management for the DIA work force by developing and implementing DIA civilian and military personnel policies, procedures and programs.

The Communiqué editor spoke with Mr. Pecha about the reorganization of the Office for Human Resources and how it will allow DAH to better support the DIA work force.

COMMUNIQUÉ: *Please tell our readers a little about yourself.*

MR. PECHA: I began my public service career in 1975 as a police officer in York County, Pa., for over five years. In 1980, I was commissioned in the Air Force and served on active duty for over 11 years. I transferred to the Air Force Reserves after joining DIA as a civilian in 1991 and retired from the reserves in June 2000.



Robert Pecha, Chief, Office for Human Resources

During my Air Force career I served as an administrative officer and squadron section commander in an aircraft maintenance unit and served primarily as a special investigator with the Air Force Office of Special Investigations (AFOSI). In 1988, while still attached to AFOSI, I was assigned to the Defense Intelligence Agency's (DIA) counterterrorism division.

In my first civilian assignment with DIA in 1991, I served as the Terrorism Analysis branch chief. In 1993, I became the chief of the Production Applications Divi-

sion, which was responsible for managing a number of DIA's automated applications related to counterterrorism, counterintelligence and proliferation. In 1996, I was selected to be DIA's representative on the Downing Assessment Task Force, commissioned to assess the terrorist bombings against Department of Defense interests at Khobar Towers, Saudi Arabia. Following the Downing Assessment Task Force, I was selected as chief of the Office for Counterterrorism Analysis, Directorate for Analysis and Production, which later became the Joint Intelligence Task Force-Combating Terrorism (JITF-CT). After serving as the acting director of JITF-CT for about nine months, I was assigned as the chief of the Office for Human Resources (DAH).

COMMUNIQUÉ: *How have your previous assignments prepared you for your role as chief, Office for Human Resources?*

MR. PECHA: I have over 17 years of experience in DIA and have managed at various levels within the agency for most of that time. Because of my experience as an active duty military member, civilian and military reservist, I understand issues from all three perspectives. My previous experiences help me approach human resources (HR) from the user's perspective; having years of management experience within DIA, I have learned a lot about HR. Prior to becoming chief of Human Resources, I was an active customer of DIA's Human Resource organization. As I have told the DAH work force, I came to this job as a fan of DAH. Throughout my years of managing, I may not have known all of the angles on how to do something properly, but every time I engaged DAH early in the process and explained to them what I wanted to accomplish, they would clarify and guide me on what I needed to do to help me reach my goal. I have never received anything but the best service from DAH and that's why I came to this job as a fan; I've had nothing but outstanding HR support throughout my DIA career both as a manager and as a customer dealing with personal issues.

We wanted to tear down organizational boundaries to make the work flow more smoothly and consistently.

COMMUNIQUÉ: *DAH-2 and DAH-4, Civilian Employment and Classification Division and Civilian Benefits and Services Division, were reorganized into one division, DAH-4. What are the benefits to this reorganization?*

MR. PECHA: The Human Resource Civilian Operations Division, DAH-4, was created to become more efficient when serving the agency and to consolidate operational responsibilities. Because both previous divisions were responsible for civilian personnel issues, there were operational overlaps that occasionally didn't work as smoothly as possible. The changes made were the result of a DAH team effort. The HR experts in DAH looked at how we did our job and identified areas of improvement. A DAH implementation team then took the recommendations and made them happen. We wanted to tear down organizational boundaries to make the work flow more smoothly and consistently. Under our new structure we have a single manager who is responsible for all civilian HR operations.

The changes we've made also give the manager a better sense of responsibility and allows for more personnel to directly support HR issues. DAH's goal is to have a seamless organization that has improved work flow along with an integration of information. While this change is

just one step, we are constantly looking for more ways to provide better support to DIA personnel. These changes will take time and patience. Although we are not yet where we want to be, I believe it has been worth the time and investment.

COMMUNIQUÉ: *Are there any other changes that might be happening within DAH?*

MR. PECHA: There are a number of initiatives on the horizon. For example, DAH is working to implement an HR customer service center which will serve as the day-to-day face to the DIA work force for most human capital issues. The new HR customer service center will help DAH gain efficiency and effectiveness in how we support the work force. Today if you have an HR question, chances are the person you speak with also has the responsibility of processing the mounds of paperwork to complete the transactions. Therefore the person assisting you must stop and put aside the items they were working on to help you, then begin your paperwork; ultimately adding to an already big mound of documents. DAH's goal is to provide "up front" service which focuses on our customers while other personnel focus on the behind the scenes work, which is equally important to the customer. The details have not been hammered out yet, but we are making steady progress.

DAH is also continuing to work on implementing the DIA satellite HR offices. Currently, there are elements within every directorate that have HR responsibilities. We are looking at leveraging those elements by integrating them with DAH, which will allow a more seamless and consistent implementation of policies and operations across the agency. We are preparing to launch phase one, which will involve a couple of pilot directorates and then will evaluate their progress. We anticipate the satellite HR offices will be completely implemented by the end of the year. We want to do it right and work out any problems with the goal of improving customer service.

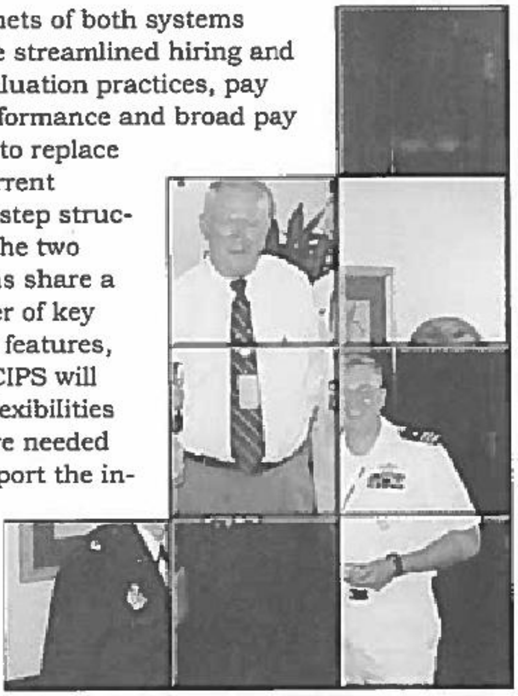
COMMUNIQUÉ: *Will you provide our readers with an update on the Military Personnel Division's (DAH-3) move?*

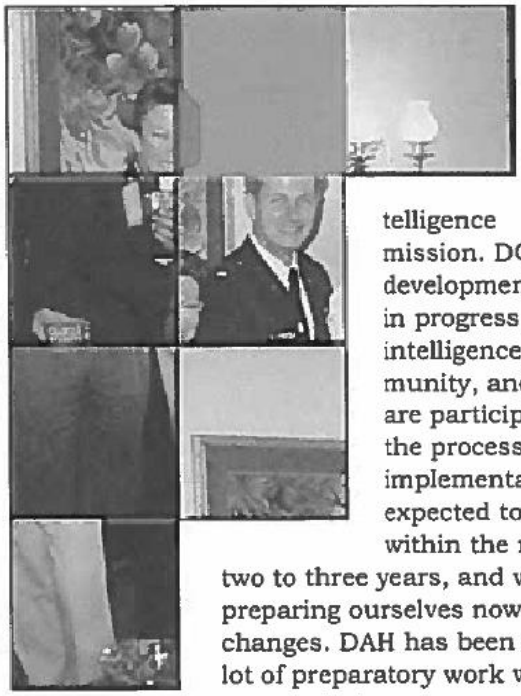
MR. PECHA: DAH-3 was moved to the Q Module strictly based on space issues. Throughout the agency we all share a common problem, lack of space. Prior to their move, DAH-3 was stuffed into an area too small for their size. Now they work in a modern, spacious work area, which is a much better environment for them and their customers. For those who might not know, the Q Module is the new building between the cafeteria and the T Module.

COMMUNIQUÉ: *Would you please touch on our new personnel system and how it relates to the Defense Civilian Intelligence Personnel System (DCIPS)?*

MR. PECHA: DoD has two independent HR systems. One is the National Security Personnel System, which is currently under development and will be rolled out beginning this summer and will apply to most of the DoD work force. The second, which will cover DIA, is DCIPS, a system created to govern HR practices for the DoD intelligence community.

Key tenets of both systems include streamlined hiring and job evaluation practices, pay for performance and broad pay bands to replace the current grade/step structure. The two systems share a number of key design features, but DCIPS will have flexibilities that are needed to support the in-





telligence mission. DCIPS development is still in progress for the intelligence community, and we are participating in the process. Full implementation is expected to occur within the next two to three years, and we are preparing ourselves now for the changes. DAH has been doing a lot of preparatory work with an approach that supports existing DIA and DoD strategic goals to recruit, train, develop and retain a skilled work force ready to meet the challenges of the 21st century. Essentially, we are looking to develop a comprehensive competency-based HR system so that when DCIPS is ready for implementation, DIA will be poised to transition more smoothly.

COMMUNIQUÉ: *Is there anything new regarding the Career Advancement 21 program (CA-21), and what advice would you give to employees seeking advancement opportunities?*

MR. PECHA: CA-21 operates within the larger HR system, but the provisions of CA-21 will be absorbed into the new system, DCIPS. CA-21's goals are the same as DCIPS and the goals will remain the same as changes occur in the near future. We are in a very good position, as an agency, having CA-21 in our arsenal right now.

In the meantime, one of the things that DAH is doing regarding CA-21, which I think is pretty exciting, is working with the Office of the Chief Training Executive (TE) to identify road maps for career progression; something that has been lacking in DIA. In partnership with TE and the directorates, we will help establish updated career programs that will align professional development and learning activities to the DIA mission. This will provide the work force with a greater number of opportunities for advancement from entry-level through expert. DIA personnel will be able to look at their careers, identify where they want to go and determine the exact path on how to get there. I believe CA-21 has been a tremendous benefit to the DIA work force. The new initiatives we're working will be easily accessible and provide clearer choices for career development and progression.

COMMUNIQUÉ: *What are the successes within DAH that you would like to share with our readers?*

MR. PECHA: One of the things that I quickly learned since taking this job is that a lot of what DAH does for the work force goes on behind the scenes; in fact, it's almost taken for granted. For example, the fact that your paychecks come in on time and on a regular basis is a success of DAH. We have dedicated personnel who know the pay system and work hard to make sure that the process runs smoothly. DAH personnel have to coordinate with the National Security Agency and know all the laws and regulations pertaining to the pay system. You don't really think about all the hard work that goes into your paycheck every other week unless something goes wrong.

DAH has a number of HR programs that provide the DIA work force with outstanding opportunities for promotions, awards and benefits. For example, when a manager is having a problem in the work force or if an employee is having a problem, our Employee Management Relations personnel help mediate the situation. The Employee Management Relations personnel are very astute and very good at what they do; it takes the right touch when dealing with people

and organizations that are experiencing problems.

DIA's Employee Assistance Program (EAP) offers a wide variety of benefits and services for DIA's employees, such as free, confidential personal or professional counseling and various training sessions on subjects like dealing with stress in the workplace. The Recruiting and Staffing Program helps attract new employees to DIA and is responsible for the New Employee Orientation Program; something that has been very successful. If a DIA employee is looking to change jobs or wants to move within the agency, DAH staffing professionals can be of assistance. Currently, DIA's board processes include the Agency Evaluation Board, the Agency Hiring Board and the Agency Placement Board, and are all managed by DAH in partnership with representatives from the directorates.

> We will help establish updated career programs that will align professional development and learning activities to the DIA mission.

Another success within DAH and DIA is our automated and manual record keeping systems—including eZHR. Sound record keeping is a key element of the HR function for the agency's personnel. When you need to make a change in your records, it's the records keeping personnel who take your information and input it both in the electronic system and hard copy in the big filing cabinets.

These are our major areas that a lot of people don't often think about until there's a problem, so we are here to both solve your problem and keep problems from happening. The DAH work force touches everybody within the agency in a number of ways.

COMMUNIQUÉ: *Is there anything else that you'd like to share with our readers?*

MR. PECHA: I believe that DAH is making progress and continuously looking for ways to improve our service to support DIA. We've had significant turnover recently in our senior leadership and a number of experienced staff. Some of our progress has slowed more than we've liked to have seen it, but we've gotten our positions filled and are intent on making the HR business processes better and more efficient. The people of DAH are absolutely superb professionals, dedicated to, and focused on, doing our part to enhance and support the DIA mission. I am aware that some of the business processes we have in place need to be remodeled and updated, and there are some things DAH does that are outdated. However, we are determined to implement new programs that will better support the DIA work force.

Civilian & Military Personnel Update

Civilian and Military Retirements, Anniversaries, Promotions and School Graduations in March 2005

By Office for Human Resources, DAH

Civilian Retirements
Charles I. Anway, DA
Mary-Jo Bennett, DA
Garry A. Boyle, DS
Sanford E. Brooks III, FE
Ronald Brown, DA
Craig C. Cheney, TE
Albert J. Glassman, DI
Chris R. Gunter, DI
Albert R. Johnson, DA
Iqbal Junaid, MC
Larry P. Kelly, TE
Peter V. Kosmo, J2
Darlene P. Mueller, DA
Walter Parchomenko, MC
Michele Roos, TE
Robert D. Schaefer, DI
Michael D. Shaffer, DS
Alvin T. Smith, DS
George A. Thompson, DI
Charles J. Wells, DI
Wanda D. Withers, DS

Employees Celebrating 35 Years Federal Service
Lawrence A. Boechler, J2
Gary L. Bohl, DI
Toni M. Lunson, J2
Patricia M. Lunson, DI
Thomas J. Moslener, J2
Warren D. Wilvert, DI

Employees Celebrating 30 Years Federal Service
John M. Bailey, DH
Randall D. Bograd, DI
Susan M. Jacobsen, DT
Francis A. Jiordano, DI
Hurbert E. Snoke, DA
Douglas A. Wiest, DH

Employees Celebrating 25 Years Federal Service
Barbara B. Alexander, DI
Gertrude E. Brake, DH
Crystal L. Fox, DX
Jane M. Hazel, DS
John G. Hopkins, J2
Mary A. King, DA
Kenneth L. Knight Jr., DI
Pamela Manzella, DA
Kevin J. Moon, DI
Robert W. Pecha, DA
Vonda M. Roseborough, DX
Roger L. Tarpley, DA

Employees Celebrating 20 Years Federal Service
Debra F. Bearman, DA
Sue E. Conterno, J2
Nelson L. Degangi, DI
Patricia L. Durkin, DI
Oritta A. Essien, J2
Martin P. Generous, DT
Karen L. Houston, DA
Kenneth R. Jenkins, DA
John K. Kiehm, DX
Nancy King, J2
Michal Kowalski, DH
William L. Mees, DA
Jamie E. Prenatt, DI
John R. Robinson, MC

Employees Celebrating 15 Years Federal Service

Damian V. Barial, DA
Darryl E. Dennis, TE
Kenneth H. Kirkland, DI
Michael W. Mumford, DI
Michael L. Myers, DI
Chester D. Ransom, DH
Jeffrey P. Smith, DI
Donna A. Wilson, DS

Employees Celebrating 10 Years Federal Service

Rebecca J. Burgess, J2
Mark W. Ewing, DD
Leslie N. Minihan, DH
Filomena L. Myers, OG
David C. Rouff, DS
Anita S. Sharma, DT
Jodi H. Shouse, J2
Michael J. Yambrick, DI

DIA Promotions to GG-15

Shelia F. O'Connor, J2
Cynthia L. Davidson, DT
John M. McInnis, DI

DIA Promotions to GG-14

Bernd M.W. Arnold, DI
Chad A. Bierman, DI
David R. Carney, DI
Joseph A. Cummins, DI
Peter K. Dahl, DI
Timothy G. Dunn, DI
Randy L. Hack, DI
Jason M. Jurand, DI
James C. Pollman, DI
Susan M. Toth, DT

DIA Promotions to GG-13

Christopher T. Berry, J2
Jennifer S. Bryson, DH
Mark P. Dudley, DT
Alexander M. Efimenko, DI
Rustin Evans, DH
Marissa O. Fenech, DI
Bruce H. Fitton, J2
Angela R. Green, DI
Dyanna L. Hedgpath-Moore, FE
Kathleen S. McKeown, DI
Edna A. Teahan, DS
Tereas L. Robinson, DS
David C. Wills, J2

DIA Promotions to GG-12

Maria S. Bandong, DS
Virginia H. Cwalina, FE
Bryan E. Haddix, DI
Susan R. Holley, DI
Thomas A. Hooper, J2
Rusty L. Jackson, DI
Kevin R. Kyle, DI
Kimberly M. Mason, DS
Erik Prentice, DI
Kelly K. Slattery, J2
Marta L. Wallace, DS
Chalessa T. Young, DX

DIA Promotions to GG-11

Rosario Aguayo, DH
John L. Behrend, DI
BeLinda S. Campbell, DH
Barry L. Daniels, DH
Matthew A. Fitzsimmons, DI
Jenny E. Hill, DI
Marjorie J. Hunt, DI
Russell H. Johnson, DI
Matthew R. Klinger, J2
Kari G. Malphurs, DH
Jessica M. Trojak, DI
Tammy L. Wendinger, J2

DIA Promotions to GG-10

Amanda L. Bowman, DS
Carol A. Finkle, DS
Sameer Hossain, DI
Mary E. Moore, DA
Jennifer R. Nelson, DI
Andrea E. Nunes, DI
Angela M. Nyberg, DA
April A. Reilly, DI
Rebecca L. Spira, DA
Ryan J. Tan, J2
Jimmy C. Wu, DI
Marisa M. Wu, DI

DIA Promotions to GG-09

Katherine M. Black, DI
Alicia L. Dickerson, DI
Kimberly S. Finch, J2
Louis J. Gasbarri, OG
Zachary M. Haldeman, DI
Adetokunbo K. Haastrup, DI
Myekca M. Matthews, DT
Jana B. Mills, DH
Lauren E. Schuster, DI
Marisa A. Tugultschinow, J2

DIA Promotions to GG-08

Christopher M. Davis, DI
John M. Juico, DS
Ryan E. Rittenhouse, DI

Army Promotions

Lt. Col. Joselyn L. Bell, DT
Maj. Jennifer Hicks-McGowan, DS
Lt. Col. Christopher G. Marshall, MC
Lt. Col. Johnathan E. Sweet, DH
Maj. Bradley F. Tischler, DS
Sgt. 1st Class Timothy A. Witter, DI

Air Force Promotions

Senior Master Sgt. Bryan K. Doyle, DH
Master Sgt. Leslie R. Herron, DS
Master Sgt. Michael Macken, DH
Master Sgt. Beatrix F. Myers, DH
Staff Sgt. Erica A. Smith, DXP

Air Force NCO Academy Course Graduates

Tech. Sgt. Sherry L. Davis, DH
Tech. Sgt. Christopher T. Jones, CE

DIA welcomes NEW HIRES

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in March 2005

By Office for Human Resources, DAH

Civilian Hires

Lisa A. Akins, DA
David Bonner, DI
Christopher P. Bravo, DT
Kimberly S. Brown, DA
Paula H. Bucher, DH
Terrance Busch, DI
Donna A. Bush, DH
April R. Chenier, DH
Paul A. Chevere, DA
William S. Clark, DI
Susan A. Corbett, DS
Annie S. Dougherty, DS
Lorraine R. Feliciano, J2
Leonard C. Fick, DT
Richard L. Fuller, DI
Daniel J. Grady, DT
James E. Guy, DI
Donita L. Harris, J2
Joel H. Hill, TE
Patricia D. Hill, AE
William C. Hoffman, DI
Todd A. Holowasko, DA
Raynese Y. Hopkins, DA
Akbar R. Khan, DI
David S. Kim, DA
James M. Krushat, DI
Paul M. Linehan, HM
James L. Lott, Jr., DH
Stephen F. Lukacs, DI
Carolyn L. Marshall, FE
William D. McConnell, DX
Mictrena J. Mickel, DS
Suzanne T. Neal, DA
Pamela S. Noppenberger, DH
Edwin Nunez, DH
Terri L. Otto, OP
Leona D. Partis, DH
Lori A. Pierce, DH
Nicholas Reddig, DI
Russell C. Rochte Jr., MC
Aaron B. Rogers, DA
Angela C. Rollins, DA
Steven J. Saltsman, DT
Paul D. Sheetz, DT
Larry E. Stump, DH
Ruth S. Sullivan, DH
Timothy C. Teske, TE
Thomas Thrasher, DI
Christopher J. Ventura, J2
Robert M. Volkert, DI
Vera A. Wheeler, DI
Philip B. White, DH
Margaret A. Wood, DH
Boyd H. Work III, DT

Active Duty Hires

Army

Spc. Demetrius J. Dease, DS
Sgt. 1st Class Aaron D. Matthews, DS
Chief Warrant Officer Steven Milks, DH
Staff Sgt. Wendy Proctor, DH

'making a Difference!'

Mentors Share Experience, Learn New Perspectives

By Lucille Cuffy, DA

THE DEFENSE INTELLIGENCE AGENCY (DIA) IS SEEKING A FEW GREAT MENTORS – okay, maybe a lot! The DIA Mentoring Program is being transformed to provide best practices in mentoring for all employees.

Mentoring is a career development process where more experienced employees share their corporate knowledge and experience in a manner which enables less experienced employees to perform and grow professionally and personally. Mentoring is a human capital strategy to capture knowledge, assists in the agency's recruitment and retention efforts and enable DIA to be a high-performing organization.

Significant work-related changes are driving the need for a facilitated mentoring program at DIA. Although mentoring is practiced informally throughout the agency, having a structured program allows for the sharing of corporate knowledge and experiences, as well as satisfying requirements in various career development programs.

The DIA Mentoring Program is voluntary, except for those programs that require mentors/mentee partnerships. The program is considered both a career development and a diversity management initiative in order to meet diverse work force needs. Both civilians and military, to include supervisors, can register within the DIA Mentoring Program under three sections: career, military or assigned mentors.

Career mentors are available as needed for career advice, military mentors support the military perspective and as-

What's in it for me as a mentor?

- You have the opportunity to pass legacies to the newest generation of DIA employees.
- You will learn from your mentee.
- You may have received good mentoring from someone in the past and never had the chance to show them your appreciation.
- You get an opportunity to teach others.

What's in it for me as a mentee?

- You have a sounding board on career choices.
- You gain a broader perspective on opportunities and needed skills.
- You receive accelerated learning support during periods of change.
- You will have additional organizational insight on issues.
- Your transition into the work force will be smoother.
- You will gain higher confidence and perform better on the job.

How does DIA benefit?

- The mentoring program conveys that DIA does value the personal and professional development of its development.
- Mentoring programs can develop an employee's sense of loyalty to the organization.
- The mentoring program provides a level playing field for all employees to be successful.
- The program helps identify who the next generation of leaders may be.

signed mentors support the entry-level and undergraduate personnel in addition to the Training Assistance Program hires.

To be considered for the DIA Mentoring Program, volunteers must demonstrate strong interpersonal and communications skills, commitment, organization and specialty knowledge; possess a positive attitude; and have an exemplary work record. There are two types of mentors, a situational/informal mentor and a formal mentor. As a situational/informal mentor, volunteers must be available for at least a year to share information based on their experiences and knowledge. Formal mentor volunteers should be available for two to four years, depending on the program requirements for their mentee.

What types of mentors is DIA looking for? Mentors from all career fields are needed: administrative, intelligence, information technology and support assistants. Requests from mentees have increased significantly since December and in order to make this program successful, great mentors are needed.

For more information in becoming a mentor, or to sign up as a mentee, please contact Lucille Cuffy, (202) 231-5213.

Leadership Series Program commemorates WOMEN'S HISTORY month

photo by Peter Espinosa

MD Hosts Fifth DIA Leadership Series in Honor of Women's History Month

By Carlynn Marsh, MD

THE OFFICE OF DIVERSITY MANAGEMENT AND EQUAL OPPORTUNITY (MD) hosted the fifth DIA Leadership Series program on March 30, in honor of Women's History Month. "Coffee and Conversation with Dr. Lenora Peters Gant" was held in the DIAC cafeteria lounge, a relaxed setting for the informal discussion, career idea exchange and coffee sampling.

Armando Rodriguez, MD chief, welcomed participants and introduced Gant, who is a senior executive intelligence officer, currently serving as director, Intelligence Community Centers of Academic Excellence. She is also a Scholar in Residence at Trinity College in Washington, D.C. Gant's career expands more than 20 years with the Department of Defense and the intelligence community, including an assignment at DIA.

Gant pleased the diverse crowd by addressing several career-building topics of their choice, including emotional

Dr. Gant, left, talks with an audience member following the program.

intelligence and relationships. She also answered questions regarding her own career and leadership successes. Gant stressed that employees need to build relationships, often accomplished through sponsorship and mentoring.

Gant also advised employees to develop five-year career plans with specific goals, adding that it's important to strive to be better than you are today. She concluded, "It doesn't matter what others think about you; it matters what you think about yourself."

The next DIA Leadership Series program is scheduled for July 28 at the DIAC. For further information, please contact the MD Plans and Programs Team at (202) 231-8178.

photo by Peter Espinosa

From left to right; Susan Sternad-Basel, deputy chief, MD; Dr. Lenora Peters Gant; and Armando E. Rodriguez, chief, MD

program STREAMLINES New Employee orientation

NEOP Gives New Employees a Warm Welcome

By Scott Elliott, DX

THE WELCOME MAT IS OUT for new Defense Intelligence Agency (DIA) employees. Over the past year and a half, the New Employee Orientation Program (NEOP) has been revamped to improve in-processing.

According to Kristine Korva, NEOP manager, orientation for new employees used to consist of about two hours of paperwork and a quick security briefing before being sent to their work centers – where they often waited up to six weeks before getting clearance to access DIA computer systems.

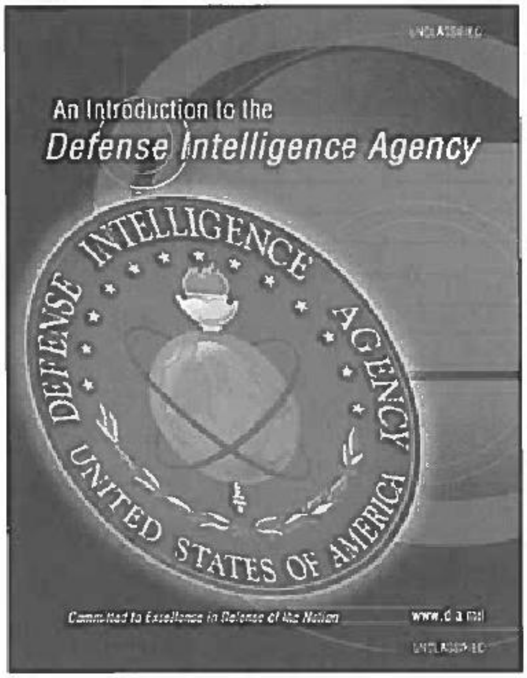
"In the old days (orientation) was a collateral duty for human resource managers," she said. "There was no warm, fuzzy welcome ... it was a transaction."

DIA leaders now want employees to get that "welcome aboard" experience.

"The message the agency wants to give employees is, 'We're happy you're here and we want to give you the tools you need to be successful,'" Korva said.

Now new DIA civilian employees receive a highly structured two-day orientation program where they attend a series of

briefings and receive personal attention. Orientations are held biweekly, on Mondays and Tuesdays. The first day of briefings are held at the Washington Navy Yard and include such administrative staples as civilian employee classification, the eZHR system, facility management, performance appraisals and disaster preparedness.



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The second day of briefings, held at the Defense Intelligence Analysis Center on Bolling Air Force Base, D.C., are dedicated to security issues. In addition to being indoctrinated into the agency and getting their badges, new employees receive briefings on security, polygraphs and violence in the workplace.

"Security awareness is a big push," Korva said. "How can you expect people to know how to treat classified information if they've never been educated?"

Beginning in May, DIA's military and contractors will also benefit from the orientation program, albeit an abbreviated version. Since the military and contractors have separate personnel systems, they will be incorporated into day two activities.

A major feature of the program is the flexibility, Korva said. Each new employee is given a customer survey and feedback form at the end of each orientation, and their comments are taken seriously.

"We're constantly adapting to what new employees feel is missing from the program," she said. "We listen and adjust."

Some of the customer-driven changes include developing an acronym list to help newcomers learn the agency's "alphabet soup" language, a reference sheet of benefits, contact lists and an employee handbook.

Two other initiatives are still in the planning stage. The first challenge is how to get all this information to "old" employees who joined DIA before the orientation program began. One of the ideas is to format the information into a required course in each person's professional development plan. The second idea is to incorporate teambuilding concepts into the orientation.

"We want people to bond and form collegial relationships. There are a lot of different experience levels, from entry level to executive," Korva said. "I guarantee there are things people can learn from each other."

While current metrics show a very high degree of success (customer surveys show a satisfaction rating of 4.4 on a 5.0 scale), the new employee orientation program is not resting on its laurels. There is now a follow-up feedback forum to gather additional information on how to improve.

"Focus group meetings are held every six months where employees are asked if they felt they were prepared to work," Korva said.

"At first we had a lot of comments," she said. "Now we're getting fewer comments, but more kudos. To me, that means we're really on track."

Deep in the HEART of Saudi Arabia

USDAO Riyadh 'In the Eye of the Storm' on the Global War on Terrorism

By Chief Warrant Officer David Slyman, DH

photo submitted by DH

Saudi Minister of Defense, Col. Kenneth Shive, and Secretary of Defense Donald Rumsfeld.

IT WAS PICTURE-PERFECT WEATHER IN RIYADH, SAUDI ARABIA, an ever-so-slightly cool evening in November 2003. My watch indicated that it was rapidly approaching midnight. Just a few more minutes of reading, I thought, and I'll go to sleep. As soon as the clock struck midnight I heard and felt a thunderous BOOM that shook the walls of my home on the Diplomatic Quarter.

My first thought was that the bad guys had figured out a way to get close enough to our embassy to attack it – and in the ensuing 15 minutes of mayhem, my worst fears were nearly confirmed.

The "good" news was that our embassy had not been attacked – the "bad" news was that a civilian housing compound, just outside the Diplomatic Quarter, had been car bombed. The terrorists mistakenly thought that the Muhayya Compound housed Americans and other Westerners. Those killed were Lebanese, Egyptians and others of Arab nationality.

The bombing of the Muhayya Compound was just the mid-point of a long line of terrorist activity in Saudi Arabia. Residential bombings, kidnappings, beheadings, assassinations, vehicular attacks, surviving a hostage ordeal in the town of Al-Khobar, bombings of Saudi government buildings – the Ministry of Interior was bombed at the end of December 2004 – and credible threats have become the norm in this oil-rich country. Family members, who endured two evacuations in one year, are no longer authorized in Saudi Arabia, and the U.S. Defense Attaché Office (USDAO) in Riyadh was forced to drawdown two positions – the assistant air attaché and naval attaché billets.

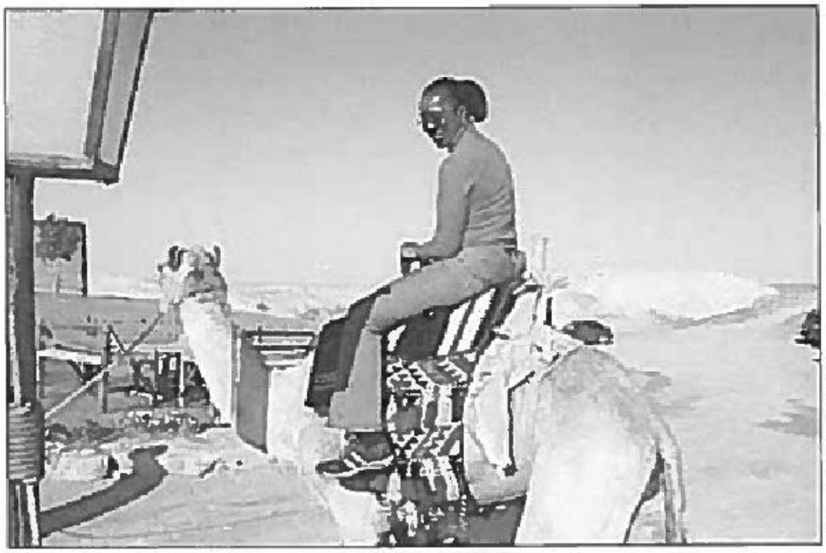


photo submitted by DH

Sgt. 1st Class Deborah Mosby's home-to-work transportation.

In spite of this, USDAO Riyadh remains fully engaged in providing vital information for senior policymakers in Washington, D.C.

Fortunate to have one of the most experienced Middle East teams in the Defense Attaché System, USDAO Riyadh has not missed a beat since the buildup to the second Gulf War in late 2002.

The operational backgrounds of Defense Attaché Col. Kenneth Shive and Chief Warrant Officer David Slyman, operations coordinator (OPSCO), weave seamlessly into the greater U.S. military mission in Saudi Arabia, which includes the U.S. Military Training Mission (USMTM) and the Office of the Program Manager-Saudi Arabian National Guard (OPM-SANG).

Indeed, in the past 24 months since the departure of U.S. combatant troops, USDAO Riyadh has become the "go-to" office for all operational, administrative and logistical issues. This station is uniquely suited to contribute to Global War on Terrorism because we are tracking some of the most violently anti-Western individuals here in Saudi Arabia.

There are many who wish to be in the "eye of the storm." There are a large number of noncommissioned officers who have contacted the OPSCO expressing interest in working in Riyadh. This is a clear indication of the type of individuals who serve in the Defense Attaché System; NCOs with a real sense of adventure.

Yes, the pace is blistering and the threat of the bad guys coming over the wall is real, especially after the Dec. 6, 2004, terrorist attack on the U.S. Consulate in Jeddah, Saudi Arabia. But the work is immensely satisfying and knowing that you are deep in the heart of the world of counterterrorism, and that your contribution, however small, plays an important role in the U.S. government's Global War on Terrorism.

Global War on Terrorism SERVICE MEDAL

DIA Military Members to Receive New Medals

By Scott Elliott, DX

MILITARY MEMBERS assigned to the Defense Intelligence Agency (DIA) may be eligible to add a new decoration to their ribbon racks – the Global War on Terrorism (GWOT) Service Medal.

President Bush on March 13, 2003, authorized the Department of Defense (DoD) to create two new military medals, the GWOT Service Medal and the GWOT Expeditionary Medal, to recognize support for the Global War on Terrorism.

Military members must participate in an expedition to combat terrorism and the medal is limited to those who deploy as part of Operation Enduring Freedom to receive the GWOT Expeditionary Medal.

The GWOT Service Medal recognizes those who serve in military operations to combat terrorism on or after Sept. 11, 2001. The award is limited to Operation Noble Eagle and to service members who support Operation Enduring Freedom from outside the area of eligibility designated for the GWOT Expeditionary Medal.

Service members must have served 30 consecutive days or 60 nonconsecutive days to earn the GWOT Service Medal.

Within DIA, the personnel departments of each service have processed the award in its own way. Specifically:

Air Force – Vice Adm. L.E. Jacoby authorized the GWOT Service Medal for all Air Force members assigned to DIA from Sept. 11, 2001, until a future date to be determined. All Air Force members assigned to DIA prior to March 1 have already had their medals updated. Updates will be made periodically to ensure all personnel arriving after March 1 are awarded the medal as well. Medals have been ordered for currently assigned personnel and will be given to the directorates for presentation.

Army – The medal was awarded to every soldier who met the criteria. As of March 9, 2004, the Army Human Resources Command input the award into eligible soldiers' personnel files during a one-time records update for active component and mobilized Reservists. Soldiers who qualify for the award on March 10, 2004, and after will have their records updated by their servicing Military Personnel Division/Personnel Service Company.

Navy – Letters were signed by the director approving the GWOT to U.S. Navy and Reserve personnel assigned to DIA and all subordinate commands and detachments from Sept. 11, 2001, until a date to be determined. Service members must have been assigned, attached or mobilized to DIA for 30 consecutive days or 60 nonconsecutive days.

After the director signed the letter approving the wear of the GWOT, the Navy/Marine Corps Military Personnel Division (DAH-3NA) generated NAVPERS 1070/613s for officers and forwarded to commander Navy Personnel Command for entry into their official record. For enlisted personnel, a roster has been forwarded to Personnel Support Detachment, Anacostia for NAVPERS 1070/604 Service Record Entries.

For further information concerning the GWOT Service Medal, please contact your service personnel office.

DIA Knowledge Lab puts NEW IDEAS to the test

The Knowledge Lab's Volunteers Create Tomorrow's DIA

By Zeke Wolfberg, OG

photo by Barbara Mendoza, DX

Agency without Boundaries: From left to right, Steve Carey (JMIC), Ann Griffith (DI), Ronnie Foxe (TE) and John Hutzell (DA) discuss what knowledge sharing means in an all-source operations environment.

TALK TO ALMOST ANY INTELLIGENCE PROFESSIONAL, and they will tell you that the intelligence community must change. The community must develop new ways of conducting its missions while improving the way it creates and shares knowledge and information. While most people recognize the need, they are less clear about the path.

Steve Carey, Marty Emory, Andrew Giacomini and about 25 other Defense Intelligence Agency (DIA) employees have gotten together to figure out the answers. On the surface, they have little in common – Carey served in the Navy for 25 years; Emory came from the private sector; and Giacomini flew Air Force tankers. These intelligence professionals share a desire to create change and increase knowledge sharing at DIA, and they are doing so as members of the DIA Knowledge Lab.

Vice Adm. L.E. Jacoby established the Knowledge Lab to help achieve Goal 3 of the DIA Strategic Plan – become a knowledge-based organization. Jacoby insisted the lab be made up of employees from every directorate, with different backgrounds and different levels of experience. The last thing Jacoby wanted anywhere in the agency was a team of employees practicing "group think."

Incorporating successful, new ideas into the way we do business will help organizations change. Through better internal and external collaboration, DIA will develop

new ideas, new intelligence practices and better knowledge sharing techniques. Not all new ideas work, therefore the Knowledge Lab will "test drive" the ideas to learn which ones do work. Projects that show promise of advancing the agency's goals will be implemented.

Ten employees were asked what made the Knowledge Lab appealing to them - what made them willing to add to their already busy workload. Their responses reflected the group's profile - different, but sharing the common theme of change.

"I want to find a way to integrate change faster," said Kelcy Allwein, from the Directorate of Analysis. "We've had a huge brain drain ... we've lost some very smart and capable GS-13s and GS-14s. New people have no one to talk to and learn from."

Lt. Cmdr. Keith Dunbar, from the Office of the Chief Training Executive, volunteered for the lab for "the chance to bring knowledge from the outside, to learn how to create knowledge – to bring it into DIA." Dunbar stated "There are lots of places out there that do analysis training, and from whom we can learn best practices. We want to learn how to do that from them, to be able to better serve our employees and customers."

Giacomini, from the Office of the Chief Financial Executive, wanted "the chance to execute organizational change." While he admits change is difficult and is not guaranteed, he stated "I think there is hope. This is one tiny step to effecting cultural change. It is also a wonderful opportunity to network across the agency. I don't know everyone in each directorate, but through the lab, I've met others I wish I had known before."

Some friends and co-workers of the Knowledge Lab participants are skeptical of the ability of individuals to effect change at DIA. One lab member said, "They are so bogged down by day-to-day jobs, they can't take the time and effort to try to change."

However, not everyone feels this way. One participant said of others in the agency, "There are some listening ears and watching eyes – there are some out there who feel they can help. They can see the potential." Another said, "You can try to make change from the top down, but if you don't have grassroots to carry it, it will fail."

Knowledge, like a natural resource, has tremendously valuable potential. But like many resources, the agency will only realize its value when it uses that resource. Oil under the ground does nothing for people until it is brought up, refined and distributed to others. It can then empower thousands of people, even nations. We can think of knowledge in the same way – a bright idea in the head of an analyst will not help anyone in his agency solve a problem unless they share the idea. Therefore, insights gained don't benefit co-workers if they leave with us when we depart from our office or from the agency.

In order to help DIA turn the raw material of its employees' knowledge into valuable fuel for change and improved intelligence, members of the Knowledge Lab are currently working on several initiatives. These pilot projects will test new knowledge-sharing methods. One project popular with the lab members is the "Fast Learning" initiative – designed to foster continuous learning, both in the short and long-term.

Integration of Functions and Roles: From left to right, Ron Romich (DT) Andrew Giacomini (FE), Gary Thompson (DS), Dave Ott (DX), Richard Schiller (MITRE support to DS), and Marty Emory (DA) discuss what the Director's Intent means for how their respective directorates should work together.

photo by Barbara Mendoza, DX

The lab's pilots include three related Fast Learning projects. The first will capture the decades of experience of many soon-to-retire employees to pass on to the new generation of analysts. The imparted knowledge will help the members learn what to focus on, with whom to collaborate and help illuminate the challenges of the future.

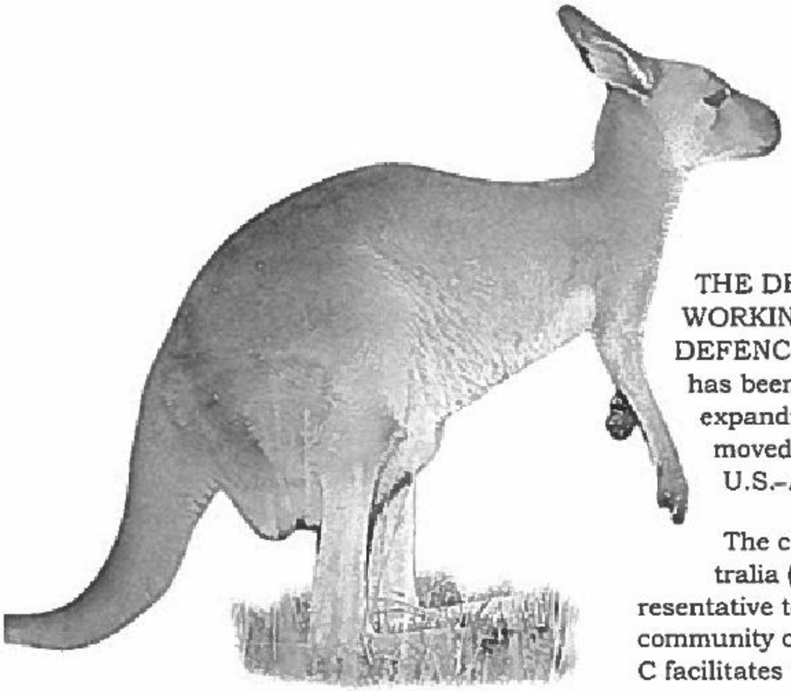
The second Fast Learning project captures the experiences of employees who have returned from deployments so their replacements can rapidly learn from their experiences. For example: how to plan for their own deployment, what to expect in the deployed location, how to interact with fellow deployed professionals and how the experience helps them reenter their home office with a different perspective.

The third project tests ways to dynamically conduct lessons learned in support of complex cross-organizational activities. One example will support the integrated issue teams cycling through the seventh floor in the DIAC.

An additional lab project is the Social Network Analysis pilot. Informal personal networks exist in every organization. By mapping the networks that exist in DIA, we can gain a better understanding of how intelligence professionals share knowledge, and just as importantly, we can identify the knowledge-sharing barriers. Most everyone understands the drawbacks of too many stovepipes, but until the team identifies and understands the specific impacts, they cannot overcome them.

For more information on the Knowledge Lab, please contact Adrian "Zeke" Wolfberg.

DIA liaison office in Canberra, AUSTRALIA



DIAL Canberra: Fostering Intelligence Relationships Down Under

By Dr. Benjamin Woodbury, DX

THE DEFENSE INTELLIGENCE AGENCY'S (DIA) WORKING RELATIONSHIP WITH AUSTRALIA'S DEFENCE INTELLIGENCE ORGANISATION (DIO) has been long-standing, highly productive and steadily expanding. Since Sept. 11, 2001, collaboration has moved to a new level, reflective of deepening the overall U.S.-Australian intelligence relationship.

The chief of the DIA Liaison Office in Canberra, Australia (DIAL C), serves as the director's personal representative to DIO and the broader Australian intelligence community concerning defense intelligence issues. The DIAL C facilitates the bilateral relationship through information

exchange, and conference and visitor support between the DIO, the broader Australian intelligence community and the U.S. Defense intelligence community. The office is a three-person shop, with a civilian chief, a U.S. Army lieutenant colonel as the deputy and a U.S. Navy yeoman as the administrative officer. In addition, DIAL C provides administrative support to a U.S. Navy lieutenant commander who serves as an integrated, all-source analyst in DIO.

Since Sep. 11, 2001, the DIAL C's roles and responsibilities have greatly expanded. In addition to its traditional functions, the DIAL C chief has become a fully integrated member of the U.S. Embassy's Intelligence and Security Committee. This position serves together with the defense attaché, the liaison chiefs from the other U.S. collection and intelligence agencies resident in Canberra and the senior embassy officers. The committee reports on security and intelligence issues of concern or interest as well as advises the ambassador. In addition, first thing each business day, the DIAL C chief briefs the U.S. ambassador on defense intelligence developments. Furthermore, as an active member of the broader U.S. Embassy Country Team, the DIAL C regularly briefs flag-level U.S. officials – both civilian and military – on defense intelligence cooperation between the two countries.

DIAL C provides daily essential support in facilitating visits by defense intelligence analysts and managers; not only from DIA, but from U.S. Pacific Command/Joint Intelligence Center Pacific (JICPAC) and the broader U.S. Defense intelligence community. The DIAL C staff ensures the logistical aspects of a visit – scheduling, security and country clearances, and arrangements for lodging and transportation. The staff also provides an efficient mechanism for data exchange, whether for visits, conferences or simply between U.S. and Australian intelligence components.

Once the DIAL C JWICS and SIPRNET server upgrade is completed, there will be multiple electronic means for the transfer of information — be it JWICS or SIPRNET e-mail, or posting large blocks of data on the DIA Mainframe Shared Directory or on a password-protected file transfer protocol site.

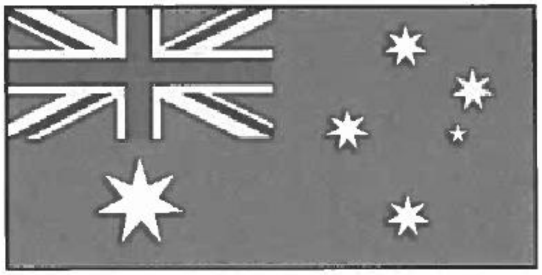
photo submitted by DX

Dr. Benjamin Woodbury, chief, DIAL Canberra, presents the Director's Award to Mr. Frank Lewincamp, the departing director, Defense Intelligence Organisation, Feb. 2, in appreciation for the closer, and evermore productive relationship between the two defense intelligence organizations achieved during Lewincamp's five-and-a-half year tenure.

Discussions between DIA and DIO, in conjunction with our other commonwealth partners, Great Britain and Canada, have led to a commitment by all in the 4-Eyes Community to participate in the implementation of DIA's Defense Intelligence Analysis Program (DIAP, or 3M--- master, measure, monitor) consistent with their national priorities. For DIO, the value of this engagement is it reinforces the organization's own commitment to apply its analytic resources more efficiently, by focusing on its demonstrated capabilities in analyzing all-source issues relating to Southeast Asia and the Pacific islands and, to a lesser extent, East and South Asia, while leveraging the analytic work

being undertaken by DIA and the other Commonwealth countries, both in Asia and worldwide, where DIO does not devote the same level of attention.

Parallel to this development and supportive of DIA's own Strategic Plan, bilateral collaboration in the area of information technology systems has further enriched the work environment between DIA and DIO. DIO has been an exceptionally pro-active member in the STONE GHOST Senior Steering Group (SG SSG) and the 4-Eyes Community initiative. Established last year by the directors of intelligence for these countries, the SG SSG has set forth a vision and initiated a precedent-breaking upgrade of the system to ensure true multilateral collaboration among all four defense intelligence agencies. The DIO, for its part, has already upgraded the STONE GHOST system's backbone as part of a larger modernization of the organization's entire IT infrastructure. The ability for DIO analysts and managers to forward data from STONE GHOST to their counterparts on JWICS is only the most recent enhancement of a much broader modernization which will result in STONE GHOST becoming a true collaborative tool, not just a data exchange network.



In addition to its traditional functions, the DIAL C chief has become a fully integrated member of the U.S. Embassy's Intelligence and Security Committee.

Second only to supporting DIA, DIAL C facilitates intelligence collaboration between the JICPAC and Australian defense intelligence. For the past two years, this joint effort has been most apparent in the area of counterterrorism analysis. The JICPAC Transnational Operational Intelligence Cell (TR-OIC) has periodically sent two-person analytic teams to DIO, and the Joint Operations Intelligence Center, Australia (JOICAUST), to undertake joint projects on selected aspects of the Asian terrorist threat to Southeast Asia. These collaborative efforts have significantly enhanced the understanding of these threats, to the mutual benefit of both nations.

DIAL C also has been instrumental in ensuring the smooth organization of bilateral and multilateral exchanges in addition to conferences involving the science and technology intelligence centers. Reflective of the success of the relationship, in the last year the chiefs of DIA's own Missile and Space Intelligence Center (MSIC), the National Air and Space Intelligence Center and the National Ground Intelligence Center have been hosted by their DIO counterpart for discussions in Canberra and the Defense Science and Technology Organisation outside Adelaide, South Australia.

DIAL C's multifaceted support to DIA, PACOM and the broader Defense intelligence community has been essential to the continuing success of the bilateral relationship. With the geometric growth in these ties since Sept. 11, 2001, DIAL C looks forward to developing innovative approaches to facilitate collaboration between the two defense intelligence communities. Our task is made easier by the openness and camaraderie which comes so naturally to our Australian counterparts. We look forward to even closer ties in the future.

joint military intelligence college GRADUATE SEMINAR on Terrorism Analysis

Analysts Train on 'Real-World Problems, Cutting-Edge Techniques' to Fight GWOT

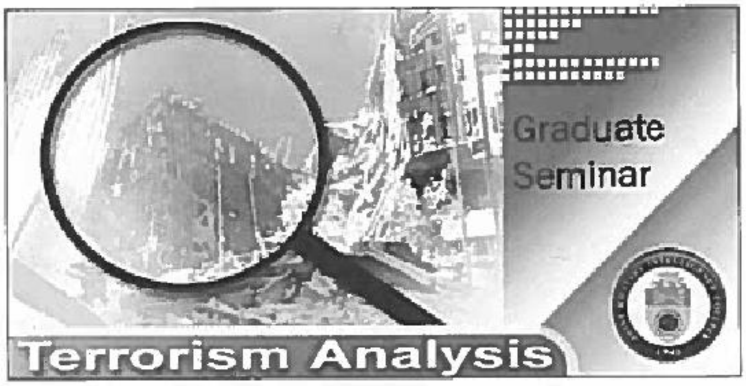
By Dr. Don Hanle, MC

THE GLOBAL WAR ON TERRORISM requires analysts capable of performing all-source forecasting analysis who can employ information from the full spectrum of intelligence collection platforms and methods.

Developing such analysts usually requires years of training and experience, which is why the Joint Military Intelligence College (JMIC) is offering a 10-week, robust and intensive learning opportunity to accelerate the process.

To achieve this, the JMIC will accept 12 mid-level analysts from across the intelligence community, place them in a seminar room for 50 days, and immerse them in the precepts of advanced intelligence analysis and cutting-edge critical thinking techniques. Regional studies, terrorism theory, and all-source collection and warning issues will be taught at the graduate level by subject matter experts. Moreover, these students will produce a comprehensive assessment identifying key drivers and probable alternate futures for a known terrorist organization, as well as all-source collection and indications and warning plans for each alternate future.

Although the program is intensive, the rewards for participating are immense, both for the participant and the organization. For the analyst, there are opportunities to work on real-world problems set with cutting-edge techniques and advanced analytical theories, shoulder-to-shoulder with members of the four military services, Federal Bureau of Investigation, Central Intelligence Agency, Department of Homeland Security, Intelligence and Research, Drug Enforcement Agency, National Geospatial-Intelligence Agency and other such agencies within the intelligence community. Moreover, the analyst will also receive 12-graduate credit hours applicable to a Master of Science in Strategic Intelligence from the JMIC.



The organization releasing their personnel for 10 weeks will receive in return an analyst who has greatly improved their proficiency levels, effectively honed analytical skills and established realtionships with members of the intelligence community. Bonds forged during these weeks of research, writing and seminar participation will undoubtedly pay operational dividends once students return to their respective workplaces.

While enrollment for this seminar is full, this course on terrorism analysis is expected to serve as a template for future summer immersion courses on analysis, as well as other subjects of interest to the intelligence community.

combat contracting officer's TECHNICAL Representatives

New Unit Sets Standard for Battlefield Contractor Management

By Melvin Cordova and Drew Bewick, AE

IN THE EARLY MONTHS OF 2004, THE LARGEST INTELLIGENCE MISSION in the Defense Intelligence Agency's (DIA) history was well underway. The Iraq Survey Group (ISG) was tasked with finding the truth about Saddam's regime and the Iraqi weapons of mass destruction program; a mission not taken lightly by DIA. Hundreds of military and civilian personnel and thousands of contractors, approximately 80 percent of the ISG work force, deployed to Iraq and Qatar in support of the mission.

DIA's concerns for contractor oversight were high - never before had such significant numbers of DIA contractor personnel been deployed in support of military operations. Key concerns included the proper balance and skill mix of the deployed force and how to best achieve high performance and accountability of critical contracted capabilities such as interrogators, intelligence analysts, linguists, administrative support and logistics in a contingency environment.

The solution involved establishing a new unit of highly skilled intelligence support officers who were experienced in managing contractor performance, and then deploying the unit forward into the theatre of operations. In response to the challenge, the Office of the Chief Acquisition Executive (AE) created the Combat Contracting Officer's Technical Representative (Combat COTR) unit as an innovative way of achieving accountability of forward contract operations in addition to ensuring performance management of contractors on the battlefield.

The Combat COTRs received specific predeployment training and were deployed to the Middle East for one-year terms in direct support of ISG and DIA capabilities supporting the Multi-National Force-Iraq. This dynamic and diverse unit had an immediate positive impact on the ISG mission and proved to be effective at the integration of all source capabilities. Their initial task, development of performance management plans, resulted in the establishment of processes and automated tools to monitor the quality of contracted intelligence capabilities and carried out necessary management adjustments to adapt forward contract operations to changing mission requirements.

The contributions of the Combat COTRs ensured that DIA could achieve mission objectives and withstand strict scrutiny of its forward contract operations in Iraq after the Army's Abu Grhaib prisoner abuse scandal. There was, however, an unexpected surprise arising from the Combat COTR deployment. Prior to the COTRs arrival, DIA, like most deployed agencies, did not have a proven means to accurately account for the contractors once they were deployed on the battlefield.

The Combat COTRs created an innovative means to account for more than 1,600 contractor employees from their arrival to their departure. The COTRs were able to account for who the contractors supported, what type of equipment they were issued, housing and how many hours they worked. Since the COTRs oversaw the contract operations, mission managers were permitted to focus more of their attention on substantive intelligence challenges, and less on contractors or workforce issues.

The Combat COTR's positive and important contributions to mission success extended the agency's agility and responsiveness to worldwide mission requirements. Additional tasks accomplished by the Combat COTRs included the development of "The DIA COTR Handbook," which instructs future managers on how to manage contractors on the battlefield in future scenarios to achieve the necessary government accountability of contract operations in a forward contingency or wartime environment.

In an age when Congress's scrutiny of contractors' increasing role in combat support is at an all time high, we offer our thanks to all the deployed DIA Combat COTRs who are serving in harms way and enabling DIA's combat support operations.

Inouye's Chief of Staff puts HUMAN FACE on need for intelligence

Jennifer Goto Sabas Speaks to the National Consortium for Measurement and Signature Intelligence Research at the Semiannual Technology Review

By Leslie A. Tourigny, DX

JENNIFER GOTO SABAS, CHIEF OF STAFF, HAWAII, FOR SEN. DANIEL K. INOUYE OF HAWAII, attended the National Consortium for Measurement and Signature Intelligence Research (NCMR) on March 8 and delivered remarks to the group assembled at the semiannual technology review at the University of Hawaii. Inouye, a World War II combat veteran and Medal of Honor recipient, is the third most senior member of the U.S. Senate. First elected in 1962, Inouye is now serving in his eighth consecutive term. As the ranking member of the Senate Committee on Appropriations, Subcommittee on Defense, Inouye has focused on defense matters strengthening national security, including the NCMR.

The NCMR, under the leadership of Defense Intelligence Agency's (DIA) Directorate for Measurement and Signature Intelligence (MASINT) and Technical Collection, was established by congressional direction during fiscal year 2004. It is designed to leverage government, academic,

photo submitted by DX

Jennifer Goto Sabas speaks to attendants at the NCMR at Semiannual Technology Review.

laboratory and industry sectors to promote new technological advances that can be focused into specific MASINT tools. These tools can then be used to enhance our ability to acquire actionable, unambiguous intelligence despite an adversary's attempts to conceal or deceive.

After a morning of scientific discussions regarding NCMR-funded MASINT research projects, Sabas was able to illustrate in her remarks the connection between the research and national security. She said, "While your pursuits may begin in academia, there is nothing academic about our collective goal – to defeat these threats and to safeguard our troops who stand in harm's way .... In many ways you are the silent defenders of democracy – your achievements help to protect our men and women in uniform, and support the peace and prosperity of our nation."

Below are Sabas' remarks from the NCMR:

UNITED STATES
HAWAII
Kauai
Oahu
Honolulu
Molokai
Pearl Harbor
Mauna Loa (Mt.)
13,680
ISLANDS

"On behalf of Senator Inouye, thank you very much for allowing us to join you today for your Semiannual Technology Review.

"In preparing these remarks, I gathered a stack of information which begins with a congressional mandate in fiscal year 2003. It was a mandate to the Secretary of Defense to develop a five-year investment strategy to take advantage of the newest technologies that could be applied to measurement and signature intelligence to solve current and future challenges. It was also a mouthful.

"I reviewed all of your good work from the time the mandate was laid down, through 2004, and into 2005. Very technical, very impressive, very important.

"Then, I was at a loss. What could I say to you, to impress upon you the importance of what you are doing?

"I could talk to you about the Maui High Performance Computing Center – one of the most powerful supercomputers in the Department of Defense. It will be a definite asset to the important research this consortium will undertake.

"I could talk to you about the Advanced Electro-Optical Sensing telescope atop Haleakala – one of the largest and most advanced telescopes in the Department of Defense. Its additional laser, spectrometer and radar sensors capabilities will be of great use to those conducting research in measurement and signature intelligence.

"I could talk to you about my alma mater, the University of Hawaii, and its many strengths in ocean sciences, astronomy, physics, sensor work and engineering. We are very proud of their accomplishments and the prestigious company they are in today.

"But you know all that. So what do I say? I was pondering this very question yesterday as I stepped onto the rotunda of our state capitol to represent Senator Inouye in a memorial service for 27 Hawaii-based Marines and one Navy sailor who were killed when their helicopter crashed in a desert sandstorm in Iraq on Jan. 26, 2005. It was the highest loss of life in a single incident in 15 years.

"The families of our fallen heroes traveled great distances, from the four corners of our nation, to allow us the privilege of honoring their loved ones. There were three young wives, carrying infants their husbands never had the joy of meeting. There were young children standing at attention; as the bell tolled one last time as their fathers' names were read. There was a mother trying to photograph the flower lei-draped picture of her son, but her tears kept blurring her vision.

"And, the words that rang out – 'Freedom is not free.' It comes oftentimes at a very heavy price. These men paid the ultimate sacrifice for freedom.

"Our military is the finest in the world. And, we must do everything in our power to help ensure that they are well-trained, well-equipped, which includes the best intelligence possible so they can do the job and return home safely to their loved ones.

"Unlike the Cold War or other threats that we as a nation have faced, this one is insidious. It knows no bounds of decency. It does not abide by international law.

"It is an evil that we must take very seriously. We need to redouble our efforts to meet this threat. And that is why what you do is so important.

"Your talents, your inspiration, your creative genius are critical tools we must utilize to defeat these threats. While your pursuits may begin in academia, there is nothing academic about our collective goal – to defeat these threats and to safeguard our troops who stand in harms way.

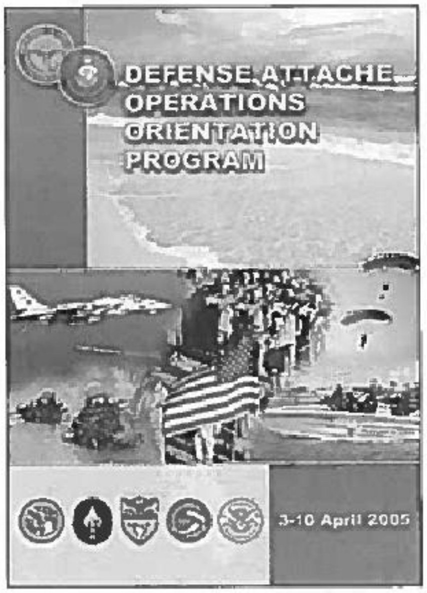
"As I left the state capitol, I watched one of the young widows holding her infant tight in her arms, and whispering in his ear. I would like to believe she was telling him, and will continue to do so as he grows up, about the greatness and bravery of his father. Freedom is not free.

Your talents, your inspiration, your creative genius are critical tools we must utilize to defeat these threats.

"As you deliberate, I urge you to never lose sight of the end game. In many ways, you are the silent defenders of democracy – your achievements help to protect our men and women in uniform, and support the peace and prosperity of our nation.

"I wish you good luck, Godspeed and God Bless America."

spring 2005 DEFENSE ATTACHÉ Operations Orientation Program



Establishing relationships between foreign attachés, DoD and DIA

By Maj. Joseph Halisky, DX

THE DEFENSE ATTACHÉ OPERATIONS ORIENTATION PROGRAM introduces members of the Defense Attaché Corps to the Department of Defense (DoD) and U.S. federal agency personnel, missions, facilities, training and systems/capabilities. The program also provides foreign defense attachés exposure to the diverse industrial, historical and cultural aspects of American society.

The concept itself stems from a century-old tradition that allows the attachés to satisfy their

basic mission requirement to see and assess the capabilities of the host nation's military. The Secretary of Defense and the Chairman of the Joint Chiefs of Staff sponsor the semiannual program and task the Defense Intelligence Agency (DIA) to serve as executive agent.

photo by Master Sgt. Brian Nickey, DX

Members of the attaché corps discuss issues with Maj. Gen. Donald Wurster during their visit to USSOCOM.

This ongoing program, executed by the Defense Foreign Liaison Office (DXL), encourages closer cooperation between DoD and the various foreign militaries represented by the Corps of Attachés. The orientation program promotes increased understanding and military-to-military contacts while encouraging similar access for U.S. attachés abroad. Additionally, this program provides foreign attachés an opportunity to observe the decision-making process of U.S. warfighters.

By providing a set itinerary away from the frantic Washington, D.C., metropolitan area, the Operations Orientation Program presents the best possible opportunity for attachés to visit U.S. military installations, as well as federal agencies to gain a better appreciation of our capabilities and personnel. Diplomatically, there is no better way to establish and/or improve relationships between the foreign attaché corps., DoD and DIA. Personal relationships developed during this semiannual program, along with enhancing direct communications with foreign governments and military commanders, is imperative.

The Operations Orientation Program also provides the attachés with various opportunities to enhance their understanding of the diverse and open nature of our country. By gaining a greater depth of understanding, the program cultivates the cooperation DoD relies upon for years into the future. The relationships made during the program can best be seen and felt when the photographs and souvenirs are displayed at the homes or offices of our visiting attachés. These mementos not only reflect a portion of their time in the United States, but the relationship between the attaché, their country and DoD.

The spring 2005 program, held April 3-10, allowed attachés the opportunity to visit the large military presence in the Florida cities of Tampa, Miami and Key West. Air Force Brig. Gen. Joseph Shaefer, mobilization assistant to the director of DIA, served as the senior DoD official, while Michael Halbert, acting chief for DXL, lead the support team escorting the group. During their eight-day visit to the Sunshine State, the attachés met with and received briefings from three combatant commands; U.S. Special Operations Command (USSOCOM), U.S. Central Command (USCENTCOM) and U.S. Southern Command (USSOUTHCOM), along with several agencies within the Department of Homeland Security (DHS).

While visiting USSOCOM, Gen. Bryan Brown, the commanding general, greeted the attaches and kicked off discussions. Initially there was some concern that an open two-hour panel discussion on USSOCOM issues and perspectives would be too much unstructured time, but the attachés and the executive panel, chaired by Maj. Gen. Donald Wurster, deputy director of the Center for Special Operations, covered terrorist financing, force structure, partnering with allies, the role

of civil affairs and psychological operations, use of the reserve component and much more. Wurster and staff were candid, clear and interested in the perspectives represented by the 44 nations in attendance.

The USCENTCOM program, chaired by its deputy commander, Lt. Gen. Lance Smith, provided excellent interaction as well. The USCENTCOM executive panel was equally candid and clear in outlining U.S. policy and discussing coalition activities.

In Miami, the DHS portion of the itinerary was especially well-received as U.S. Coast Guard District Seven showed how they interact and partner with other dissimilar elements of the new DHS. Following in-depth strategic-operational discussions, the attachés were treated to behind-the-scenes look at U.S. Customs & Border Protection, U.S. Immigrations & Customs Enforcement, Transportation Security Administration, Federal Air Marshal Service and all other elements that must come together to protect Americans traveling within the United States and to keep potential terrorists from penetrating our borders. This theme carried through at USSOUTHCOM where the deputy commander, Maj. Gen. Richard Mentemeyer, hosted frank discussions about Guantanamo Bay, Cuba, and other subjects of interest in the area of responsibilities.

Also in Miami, the FBI special agent in charge of the Miami Division hosted the attachés at the Florida Department of Law Enforcement for a series of integrated briefings and discussions regarding the South Florida Joint Terrorism Task Force.

Finally, the attachés met with senior representatives from the Joint Interagency Task Force-South, Naval Air Station Key West, USCG Sector Key West and the U.S. Army Special Forces Underwater Operations School who presented discussions and demonstrations that left the visiting attachés familiar with U.S. capabilities.

Spouses also play an integral role within the "military team" concept, supporting not only the military member, but providing a positive contribution to the overall military mission. As such, the attaché spouses participate in DoD-planned programs that include operational and military quality of life initiatives offering them the opportunity to interact with the "American Military Family." Spouses also participated in several separate cultural, historical and social venues with the attachés and representatives from the visited organizations.

Altogether, the DoD Operations Orientation Program provides the foreign attachés and their spouses with an enhanced overall understanding of the United States' diversity and its regional military capabilities. The attachés' impression of the United States will be taken back to their homelands and will serve to enhance understanding, relationships and good will. As a result, these positive impressions are not only beneficial to the foreign attachés, but to DoD and U.S. foreign relations objectives in general.

Capt. James Maes, commanding officer, U.S. Coast Guard, Sector Maimi, briefs attaché corps members on DHS while aboard a Coast Guard ship in the Miami harbor.

photo by Master Sgt. Brian Nickey, DX

DI captures Infrastructure in FISHNet

Functional Intelligence System of Hierarchical Networks Captures Infrastructures

By Joy Bernardo, DI

INFRASTRUCTURE ANALYSTS IN THE DIRECTORATE FOR ANALYSIS (DI) are developing a tool that will enable 21st century analysts to deliver prescriptive and predictive intelligence to policymakers and combatant commands. The DI infrastructure analysts are working to identify vulnerabilities in physical networks and analyze interdependencies of multiple networks. They are collaborating to develop a network visualization tool, Functional Intelligence System of Hierarchical Networks (FISHNet), which will capture, digitize, visualize and analyze functional networks.

Analysts who follow transportation and logistics, electric power, fuels and the C4I (command, control, communications, computer and information) will be able to use FISHNet to: create, maintain and visualize infrastructure networks in a geospatial framework within a uniform database; analyze functional behavior, identify critical nodes and evaluate potential vulnerabilities; assess the potential impact of various kinetic and non-kinetic attacks; and disseminate geospatially accurate infrastructure data.

Analysts from DI's Military Infrastructure, Command and Control, and Joint Warfare Support Offices have collaborated to define the data structure for their functional networks. They worked side-by-side with subject matter experts, incorporating many of their best tradecraft insights into FISHNet. The developers identified the critical tools based on a commercial off-the-shelf software package, ArcGIS, and a non-GIS analyst will need to build functional networks in FISHNet. A few infrastructure analysts tested the tools, creating and capturing their functional networks using FISHNet.

Building on the DoD Intelligence Information System GIS enterprise architecture, FISHNet interface will enable users to access the National Geospatial Intelligence Agency and commercial data, as well as reference map libraries such as the Joint Intelligence Virtual Architecture-Visualization (JIVA-V).

Data from the Modernized Integrated Database will be loaded manually, but eventually this process will be automated, allowing users to link facilities with their functional networks. Bridges and tunnels can be connected to road and rail networks, transformers and substations to electric power lines, pumps and compressors to pipelines, and switching and control centers to fiber optic lines.

Completed infrastructure network files will be disseminated through JIVA-V. Combatant commands, other intelligence agencies and decision makers who have access to JWICS will then download the files for their own use. Building an accurate attributed database is a crucial precursor to integrating infrastructure networks into a system-of-systems model.

The FISHNet team currently is working with the Directorate for Information Management and Chief Information Officer in the accreditation process. The target date for initial operating capability is summer 2005.

For further information, please contact Joy Bernardo, FISHNet program manager at (202) 231-349.

champion of Personnel Initiatives RETIRES AFTER 31 years at DIA

Lynne Dorsey: A Career-Building Career

By Charlie Murphy, DI

photo submitted by DI

WHAT ARE THE BEST MOMENTS IN YOUR CAREER?

We all remember our major accomplishments and the times when we've moved up the ladder. But for Lynne Dorsey, the best moments are times when she's helped co-workers further their careers. Lynne accomplished a lot throughout her career at DIA, but one of the most significant accomplishments was changing DIA's philosophy about human resources and personnel administration.

When Lynne came to work at DIA in 1974, the workplace was a world without desktop computers. DIA had no Senior Executive Service, and the only civilians above the rank of GG-13 were supervisors. Information about promotion opportunities – it might as well have had Secret stamped all over it.

Lynne began her career as an editor for the Imagery Analysis Branch at the Washington Navy Yard, but within a few months she was on a detail to Personnel. What began as a temporary assignment became Lynne's passion, yet it also presented as a dilemma – to work full time in human resources, Lynne would have to change career fields which meant she would have to take a cut in both rank and pay.

To achieve her calling, Lynne went from a GG-9 to a GG-7 and accepted a lower salary. This temporary setback became her inspiration; Lynne set out to modernize the agency's policies so others could change career fields without suffering consequences. Lynne knew that many job skills crossed over multiple career fields and that DIA would benefit by encouraging employees to use their abilities in new ways, rather than keeping them in narrowly defined career path. At that time, her concept of career mobility was a new idea, and some considered it radical thinking.

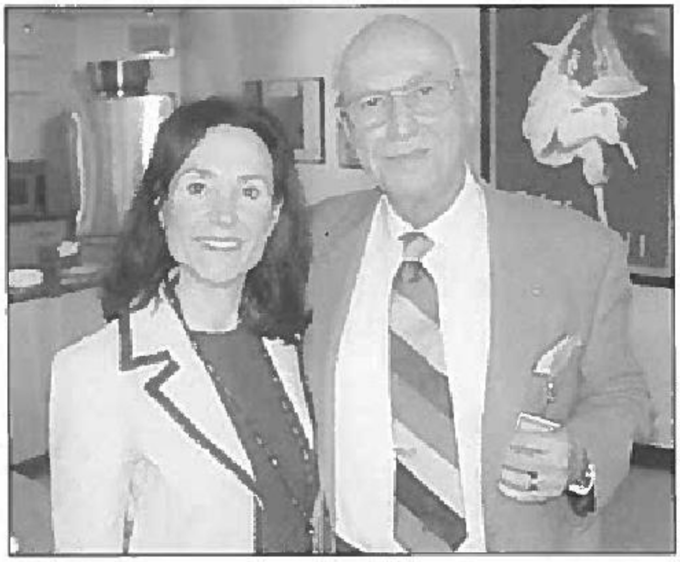


photo submitted by DI

Lynne and her father.

Lynne led the way to create movement for DIA civilians, and along the path found other cutting-edge ideas to champion. At that time, the agency had an outdated vacancy system, the Defense Intelligence Special Career Automated System, where employees would enter their qualifications in a databank and hope that an opening would match. Lynne introduced a more efficient promotion process by creating the accessible system of vacancy announcements, which DIA still uses today. She also wrote the first position description and justification for a GG-14 who was not a supervisor, which led to the notion of subject matter experts and the idea that civilians can rise to the highest ranks in DIA without having to be supervisors.

Policies such as overtime and upward mobility opened higher ranking professions to administrative employees, rank-in-person promoted civilians above their target grades and flexible schedules created an employee-friendly workplace. While these programs are common now, they were non-existent until Lynne pioneered them.

On April 1, exactly 31 years after joining DIA, Lynne Dorsey retired in a ceremony at the DIAC, hosted by Earl Sheck, deputy director for the Directorate for Analysis. Looking back at her career, Lynne is satisfied that employees coming into the agency today have more opportunities and richer rewards than ever before. That indeed is a great legacy for both her and DIA.

Dr. Mark Crain receives the 2005 Defense Freedom Medal from Vice Adm. Jacoby. This medal was created to honor civilian employees of the Department of Defense injured or killed in the line of duty and is the equivalent of the military's Purple Heart.

William Craddock, who is deployed at this time, was also honored with this award at the same ceremony.

DEFENSE INTELLIGENCE

photo by Murray Milton, DA

financial management leadership program RECRUITING experience

Grad shares first year's journey from college to DIA

By Kristen Dedinsky, FE

AS I ENTERED MY SENIOR YEAR OF COLLEGE AT THE UNIVERSITY OF FLORIDA, I began to explore my career options. Like many college seniors, I was overwhelmed by the myriad of career choices facing me. At my school's career fair in the fall of 2003, I spoke with many traditional corporations; however, I couldn't help but feel that I wanted something more in a career than what many companies were offering. Thus, I decided to speak with recruiters at the Air Force Civilian Career table to find out what career paths are offered for business students. The recruiters were very helpful, and given my interests and education, mentioned that I may want to speak with the recruiters from the Defense Intelligence Agency. After speaking with the recruiters from DIA and learning about their mission and operations, I submitted my resume.

About a month later, I received an e-mail from a human resources representative with DIA informing me about the new Financial Management Leadership Program (FMLP) and asking if I would be interested in applying for the program. After reading through the FMPL information packet, I became intrigued by the rotational nature of the program which allowed experience in program development and evaluation, budget execution, accounting and other resource management functions. After reviewing the information, I decided to put together an application package consisting of a resume, a letter of recommendation from a professor and an essay.

After being selected as a finalist in January 2004, I came to Washington, D.C., for the first time. While I was in the D.C. area, I received a tour of the Pentagon and the office where I would complete my first rotation, the Office of the Chief Financial Executive (FE), Program and Budget Division. During my visit I learned more about DIA and how ef-

photo by Melissa Auth, FE

Elizabeth Fulkerson (left) and Kristen Dedinsky (right) of FE-2 at the Pentagon.

ficient resource management is vital to operating successfully and fulfilling the mission. I returned to college excited by the prospect of developing a broad set of financial management skills in a work environment where my efforts would truly contribute to our country's national security.

I began working at DIA in the middle of July 2004. At that time, there were several summer interns working in various FE offices. It was helpful to have others going through the learning process with me, given that there were a plethora of unfamiliar acronyms and terms within DoD, the intelligence community and the budget world to learn.

DIA has provided me with several opportunities, both on-the-job and through formal training. The classes I have taken thus far have provided me with both a broader view of financial management within the federal government and a more in-depth look at how the intelligence community and DoD operate. In fact, during my first few weeks at the agency, I attended a class which provided a general overview of federal financial management. In the months that followed, I was able to compliment this training by attending classes which gave me a better understanding of financial management as it specifically applies to intelligence organizations, appropriations law and the structure and terminology within DoD.

I was also given the opportunity to join a program review trip to U.S. Strategic Command with the Defense Intelligence Resource Management Office. This experience provided me with a broader view of the General Defense Intelligence Program, the program from which DIA receives the majority of its funding.

Most importantly, I have been given many challenging and interesting assignments in my first rotation within the Program and Budget Division and I look forward to many more challenging experiences here at DIA.

on the HORIZON
events for june & july 2005

June	Black Music Month
June 10	Army Celebrates 230th Birthday, DIAC Tighe Auditorium, 10 a.m. - noon
June 14	Flag Day
June 19	Father's Day
June 21	First day of summer
June 23	Federal Women's Program Council meeting, Clarendon LRC Room, 2nd Floor, 10 - 11:30 a.m.
June 30	Asian-Pacific American Council meeting, DIAC, 11:30 a.m. - 12:30 p.m.
July 4	Independence Day
July 14	Bastille Day
July 28	DIA Leadership Series Program, DIAC Tighe Auditorium

For further information or updates concerning these events, please refer to the internal communications Web site.

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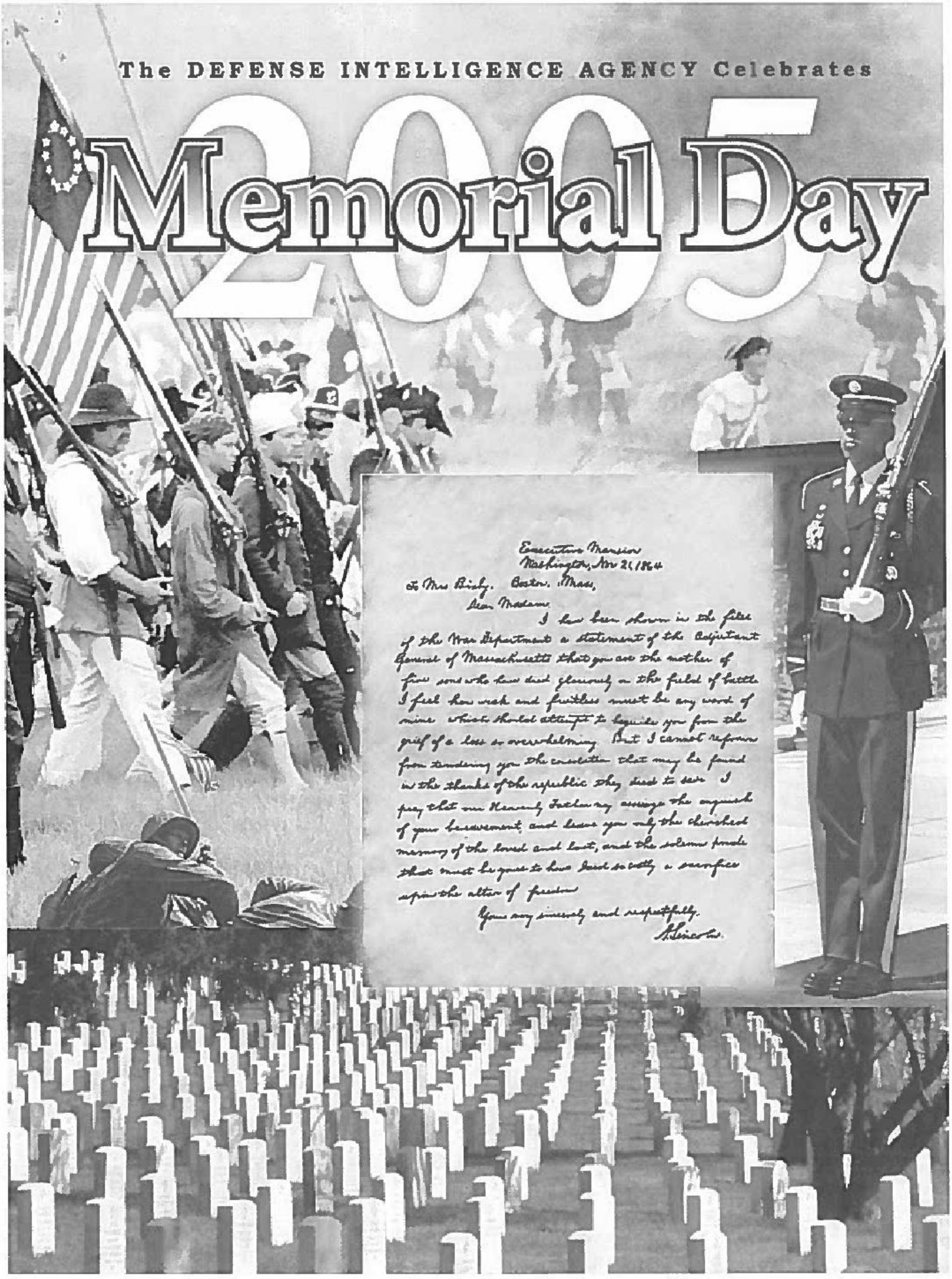
The DEFENSE INTELLIGENCE AGENCY Celebrates

2005 Memorial Day



Executive Mansion
Washington, Nov 21, 1864

To Mrs Bixby, Boston, Mass,

Dear Madam.

I have been shown in the files of the War Department a statement of the Adjutant General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle. I feel how weak and fruitless must be any word of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering you the consolation that may be found in the thanks of the republic they died to save. I pray that our Heavenly Father may assuage the anguish of your bereavement, and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom.

Yours very sincerely and respectfully,

A. Lincoln.